Manitoba

Annual Report 1986-87

Civil Service Commission

Manitoba

Minister of Finance

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His Honour
The Honourable George Johnson
Lieutenant-Governor of Manitoba
Room 235 Legislative Building
Winnipeg, Manitoba

May It Please Your Honour:

I present herewith the Sixty-Ninth Annual Report of the Manitoba Civil Service Commission for the period March 29, 1986 to March 27, 1987.

Respectfully submitted

Eugene Kostyra
Minister Responsible for
The Civil Service Act

Manitoba

Civil Service Commission

935 — 155 Carlton Street
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The Honourable Eugene Kostyra
Minister Responsible for
The Civil Service Act
103 Legislative Building
Winnipeg, Manitoba
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Sir:

In conformity with the provisions of The Civil Service Act, I am pleased to forward to you, the Minister Responsible for administration of The Civil Service Act, the 69th Annual Report of the Manitoba Civil Service Commission.

This report covers the period March 29, 1986 to March 27, 1987 and includes a review of the Commission's activities for that period.

Respectfully submitted

E. A. Poyser
Chairperson

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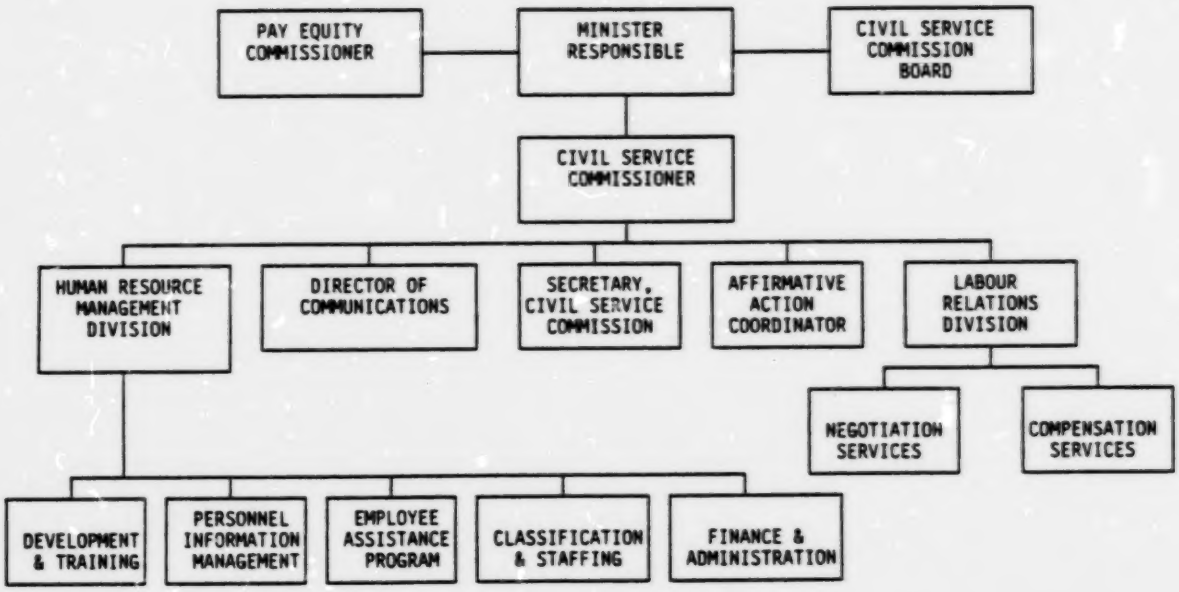
CIVIL SERVICE COMMISSION

ORGANIZATIONAL CHART



CIVIL SERVICE COMMISSION
FUNCTIONAL ORGANIZATION

CIVIL SERVICE COMMISSION

Administers The Civil Service Act, acts as an appeal body under the provisions of The Civil Service Act, and reports to the Legislature through the Minister Responsible on the status of personnel management in government. A member of the commission is designated as Pay Equity Commissioner.

CIVIL SERVICE COMMISSIONER

As Deputy Head, provides executive policy direction to Civil Service Commission programs. consistent with the terms of The Civil Service Act, initiates the development and formulation of government personnel policy and advises and informs the Minister Responsible on all aspects of personnel administration.

PAY EQUITY COMMISSIONER

Responsible for implementation of pay equity within the civil service in accordance with the provisions of the Pay Equity Act.

SECRETARY CIVIL SERVICE COMMISSION

Provides functional guidance and staff support for all activities of the Civil Service Commission Board under the provisions of the Civil Service Act. Provides a centralized mechanism for the development, monitoring and assessment of personnel management policy, programs, and procedures for both central agencies and departments and promotes consistent and equitable programs and practices across the government service.

DIRECTOR OF COMMUNICATIONS

Responsible for the development and implementation of a comprehensive communications strategy for the programs and issues managed by the Civil Service Commision

AFFIRMATIVE ACTION CO-ORDINATOR

Co-ordinates the implementation of the Government Affirmative Action policy utilizing the programs and support services of the Civil Service Commission.

HUMAN RESOURCES MANAGEMENT DIVISION

Responsible for the development and delivery of comprehensive Human Resources Management programs, services, and consultation to departments and agencies of Government through specialist branches and support services.

Classification and Staffing

Ensures the development and maintenance of the staffing, job evaluation, and pay administration programs of the Commission including affirmative action and counselling support, staffing audit, and organizational analysis.

Development and Training

Responsible for increasing individual and organizational effectiveness through the provision of the necessary policies, programs and resources required to meet identified training and development needs within the Manitoba Civil Service.

Personnel Information Management

Ensures the appropriate development, utilization and evaluation of government-wide personnel information policies and systems, within the civil service through the development and administration of the necessary policies, information resources procedures, systems and capabilities.

Finance and Administration

Provides internal support systems including finance, personnel, and general administrative, support systems common to and required by all branches of the Civil Service Commission. Administers the government long term disability program.

Employee Assistance Program

Develops and implements programs and information services related to providing assistance to individuals who are experiencing personal emotional and/or physical health related problems.

LABOUR RELATIONS DIVISION

Represents the government in union-management relations within the public service and provides specialist and consultative services to the Civil Service Commission and departments of government.

Negotiations Services

Provides a Labour Relations Service to government departments, agencies and commissions. Acts as agent for the government in collective bargaining and grievance arbitration processes. Implements and administers collective agreements.

Compensation Services

Develops, recommends and interprets government compensation policies and provides compensation and benefits research and liaison with other public and private sectors. Serves as the government's consultative body on matters concerning pension plans, group insurance and employee benefits policies and programs.

INTRODUCTION

This annual report covers the activities of the Civil Service Commission for the fiscal year 1986/87 and is submitted in accordance with sub-sections (1) and (2) of Section 60 of the Civil Service Act.

Detailed accounts of the functions and programs of each area of the Commission are provided in the body of this report. The following are brief summaries of some of the major program highlights during 1986/87.

PROGRAM HIGHLIGHTS

PAY EQUITY NEGOTIATIONS

Under the leadership of the Pay Equity Commissioner, a project team of Commission staff has successfully concluded the first stage of the negotiation process required by The Pay Equity Act. Selection of a gender neutral job evaluation system and determination of appropriate classes were successfully negotiated by June 30, 1986.

In addition, the actual application of the job evaluation system to the designated classes has also been concluded by a joint union/management rating committee.

At present, the negotiation teams from the Civil Service Commission and the M.G.E.A. have resumed negotiations to conclude the wage adjustment stage of the legislation. After agreement is reached The Pay Equty Act provides for a four year period to phase in wage adjustments.

TRANSFER OF RESPONSIBILITY FOR AFFIRMATIVE ACTION WITHIN THE CIVIL SERVICE

During 1986/87 the lead role for Affirmative Action was transferred to the Minister Responsible for the Civil Service Act supported by the full staff and resources of the Civil Service Commission. The Government Affirmative Action Co-ordinator was also transferred to the staff of the Commission.

A Central Affirmative Action Employment Counselling and Support Services Unit has been created within the Commission to strengthen the implementation of affirmative action in Government. The new unit will provide such services as professional counselling in developing career path strategies, job search techniques, resume writing, and understanding the selection interview process in government. The unit has established a central applicant inventory system and provides a referral service to Departments seeking Affirmative Action candidates. While these strengthened services are designed in response to the needs of groups targeted for affirmative action (women, natives, the disabled and visible minorities) they are also available to current and potential civil service employees.

During 1986/87 all departments of government developed and filed affirmative action plans. The Civil Service Commission has developed an affirmative action accountability structure and reporting guideline for tracking progress on affirmative action plans for regular basis reporting to Cabinet.

CAREER DEVELOPMENT PROGRAM

The Career Development Program for Affirmative Action target groups was expanded by an additional 6 Management Trainees during 1986/87. The 6 positions were targetted for clerical employees within affirmative action target groups and funded by the Manitoba Government Employees' Association. This Program will now have a complement of 12 management trainees undertaking a two-year program of specialized training and job assignments in order to accelerate their potential advancement into supervisory and professional level positions.

EXECUTIVE DEVELOPMENT PLAN

A Steering Committee of Deputy Ministers, chaired by the Clerk of the Executive Council and supported by a Working Committee of Senior Government Executives across Government Departments is working toward the development of options and proposals to form the basis of an Executive Development Program within the Manitoba Civil Service. Such issues as Performance Management, Experiential Development Opportunities, Structured Management Training, Corporate Succession

Planning, Communications and Networking/Innovative Forms of Development are all being examined for possible inclusion in an Executive Development Program which should be finalized with the current fiscal year.

COMMUNICATIONS FUNCTION ESTABLISHED

During 1986/87 a full time communications function was established within the Civil Service Commission and is currently involved in the development of short and longer term communications strategies to ensure that government employees, management and unions are fully aware of the various programs, policies and issues administered by the Civil Service Commission which impact significantly on employees and management.

The function will address issues having a broad impact across the civil service including such programs as pay equity and affirmative action and government policies on smoking in the workplace and impaired driving.

EMPLOYMENT AND PROGRAM TRENDS

This is the second year that the annual report has been prepared on a fiscal year basis and throughout the report program statistics are provided on a comparative basis with 1985/86.

Some of the highlights of the statistics are: total employment in March 1987 of 17,803 as compared to 17,808 in March 1986. This figure includes all categories of employment including casual, as if and when, term, contract, and civil service. In March 1987 there were 13,459 civil servants in established positions as compared to 13,272 in March 1986. The total of civil service and term employees was 14,977 in March 1987 as compared to 14,701 in March 1986.

During 1986/87 there were 939 competitions which received 25,296 applications or an average of 27 applications per competition as compared to 1985/86 with 791 competitions which received 26,730 applications for an average of 34 applications per competition.

1986/87 was the second year where, under the affirmative action policy, applicants could make voluntary declaration of membership in one of the affirmative action target groups. The Commission reported 652 or 2.5% of total applicants received made voluntary declarations in December 1985. During fiscal year 1985/86 this increased to 1,034 or 4% and in the current fiscal year 1986/87 this increased to 1,803 or 7%.

CIVIL SERVICE COMMISSION BOARD

E. A. Poyser, Chairperson
Paul Hart, Civil Service Commissioner
Shirley Bradshaw, Member
James W. Hartry, Member
Beverly Suek, Member
Michel Lagace, Member
Roberta Ellis-Grunfeld, Pay Equity Commissioner

The Civil Service Commission Board continued during 1986/87 with a full complement of seven members as provided under the Civil Service Act. The members remained the same during the full reporting year. As outlined in this report, one member continued to function as Pay Equity Commissioner under the provisions of the Pay Equity Act in addition to carrying out responsibilities as a member of the Commission.

The Commission Board continued its practice of meeting with the Minister Responsible for The Civil Service Act on a regular basis and met on two occasions during the reporting period to review matters related to board functions and responsibilities and personnel administration within the Manitoba Civil Service.

ADMINISTRATION OF THE CIVIL SERVICE ACT

The Civil Service Commission, established under Section 4(1) of The Civil Service Act, is responsible for applying and carrying out the provisions of The Civil Service Act and functions as an appeal body pursuant to the provisions of the Act. The Commission is also responsible for advising the Minister Responsible for The Civil Service Act on problems concerning personnel administration. The Commission carries out its function and responsibilities through the staff organization outlined in this report.

The Civil Service Commission Board consisting of citizen and government members, acts as an appeal body with respect to all appealable matters emanating from employees not covered by the provisions of a Collective Agreement, all appeals with respect to position reclassification, selection appeals with respect to both bargaining unit and excluded positions, and appeals under the Manitoba Government Conflict of Interest Guidelines.

The Board, in addition, conducts classification review hearings of management originated classification requests and hearings regarding disputes concerning matters related to the administration of the classification plan. The Commission may also conduct an administrative review of any appointment under delegated recruitment and staffing authority.

In addition to the appeal function, the Board administers The Civil Service Act, Regulations and policy on the basis of matters submitted to the Board by Commission staff or departmental management or delegated by the Board to Commission or departmental management. The Board also carries out its advisory role in consultation with Commission staff, including recommendations to the Minister Responsible for The Civil Service Act.

During 1986/87 the Board continued its practice of reviewing policies and programs administered by the Board or impacting on the activities of the Board. The Board also discussed related issues with the Minister Responsible for The Civil Service Act.

The Board also reviewed the impact of implementation of the government Affirmative Action policy on Commission and departmental personnel management programs including staff recommendations through the staffing audit program.

The Commission member responsible for implementation of pay equity within the civil service informed the Board on a regular basis on progress towards implementation and possible effects of pay equity implementation on existing programs and functions of the Civil Service Commission.

During 1986/87, the Commission Board, at the request of the Minister Responsible developed and adopted conflict of interest guidelines for members of the Board. These guidelines were developed in consideration of the nature and functions of the Board as provided under The Civil Service Act including the quasi-judicial functions of the Board. The guidelines reflect both the independence of the Board as contemplated under The Civil Service Act and the concerns of the government and the Minister Responsible for The Civil Service Act regarding conflict of interest guidelines for Crown Boards and agencies.

The Board also reviewed and responded to the increasing volume and complexity of matters submitted to the Commission on appeal and continuing requirement to develop and refine procedures of the Commission Board on appeal. An area of particular attention during 1986/87 was access to information on selection appeals and the quasi-judicial role of the appeal board in this regard.

STATISTICAL OVERVIEWS

CIVIL SERVICE COMMISSION

	1986/87
Civil Service Commission Meetings	30
Appeals Received	43
Appeals Pending from 1985/86	19
Appeals Not Accepted	-
Appeals Withdrawn	28
Appeals Heard	18
Appeals Granted	3
Appeals Granted Other than Requested	3
Appeals Denied	12
Appeals Pending to 1987/88	16

Types of Appeals

	Initiated	Pending from 1985/86	Not Accepted	Withdrawn	Granted	Granted Other	Denied	Pending to 1987/88
Classification	13	8		4		1	10	6
Selection	26	5		22			2	8
Classification Dispute		2			1	1		
Conflict of Interest								
Benefits Administration								
Dismissal		1		1				
Other	4	2		1	2	1		2
Total	43	19		28	3	3	12	16

REVIEW HEARINGS

Classification Reviews 2

PERSONNEL POLICY ADMINISTRATION

Educational Leave	8
Special Merit Increment	11
Additional Remuneration	25
Indefinite Suspension	-
Extension of Sick Leave	-
Compulsory Medical Retirement	-
Salary Admustment	-
Over-Range Pay Determination	17
Establishment of Probationary Period	1
Leave of Absence	1
Over-range Pay Determination -Revision	2
Recognition of Service	1
	66

PERSONNEL POLICY AND PROGRAM REVIEWS

Implementation of Pay Equity
Conflict of Interest Guidelines-Board Members
Staffing Audit Process
Delegation of Recruitment and Staffing Authority to Personnel Administrators
Review of Appeal Procedures

REVIEWS DIRECTED

Selection Appeal Information

DELEGATION OF RECRUITMENT AND SELECTION TO DEPARTMENTS

Department	Initial Delegation	Amendment to Delegation	Extension of Delegation
Labour	April 1/80	Temporary Withdrawal February 23, 1987	
Municipal Affairs	March 1/80		to March 1/89
Agriculture	March 1/80		to March 1/88
Community Services	April 1/80		to August 30/87
Northern Affairs	April 1/80		to Nov. 30/88
Education	May 1/80		to April 1/88
Health	May 1/80		to May 1/87
M.H.S.C.	July 1/80		to June 30/87
Government Services	Oct. 1/81		to Feb. 1/89
Finance	Nov. 1/82		to Nov. 1/87
Attorney-General	May 1/83	Inclusion of legal positions effective August 12/86	to April 30/88
Energy & Mines	May 1/83		to May 1/87
Employment Services & Economic Security	Sept.1/84		to April 1/88
Crown Investments	July 1/84		to Nov. 1/87
Highways	Jan. 1/85		to Jan. 1/89
Consumer & Corporate Affairs	April 1/86		to April 1/89
Natural Resources	April 1/86		to April 1/89
Housing	April 1/86		to April 1/89
New Delegations			
Environment, Workplace Safety & Health	Jan. 1/87		

PAY EQUITY COMMISSIONER

The Pay Equity Commissioner, in consultation with the Commission, initiates and oversees:

(i) the negotiations to be undertaken by the commission respecting the implementation of pay equity, and

(ii) the actions required to be taken by employees of the commission and by administrators of government departments to implement pay equity in accordance with agreements reached with bargaining agents or orders made by an arbitration board;

The Pay Equity Act provides for two phases of implementation.

Phase 1

Following the successful selection of an acceptable gender neutral job evaluation system, representatives of the Civil Service Commission and the Manitoba Government Employees' Association turned their attention to the determination of those classes to which the system would be applied. By June 24th, 1986, the negotiation teams had identified and agreed to the inclusion of 182 job classes represented by the M.G.E.A. for evaluation. In addition, the parties agreed to consider an additional 31 classes for adjustment.

A Memorandum of Agreement on the selection of the Job Evaluation System and the determination of classes was duly filed with the Pay Equity Bureau by June 30, 1986.

Phase 2

This phase involves the actual application of the Job Evaluation System to the male and female dominated classifications and the negotiation of pay equity adjustments. As stipulated in the Pay Equity Act, such adjustments may not exceed 1% of payroll for four years.

Over the summer months of 1986, the Civil Service Commission and the Manitoba Government Employees' Association negotiation teams developed an implementation plan to ensure that the goals of The Pay Equity Act would be met.

Negotiators identified benchmark jobs to represent each of the 182 classifications to be jointly evaluated. In addition, negotiators determined an appropriate incumbent to represent each of the positions.

Incumbents were invited to special training sessions held by union and management to provide information on the legislation and the job evaluation process. Incumbents were also offered assistance in writing a bias free job description and asked to rewrite their job descriptions for pay equity purposes - focusing on the factors required by the legislation: skill, effort, responsibility, and working conditions.

Next, union and management nominated five representatives each to a joint rating committee. The task for this group was the application of the job evaluation system to each of the 182 job descriptions representative of the previously agreed to classes.

The joint rating committee commenced its task in October and this process was successfully completed on schedule by mid-January. The data which this exercise has provided to the negotiation teams is the basis for the wage negotiation process which is at present underway.

At time of writing, the negotiation teams have resumed bargaining to comply with the final stage of the legislation. It is expected that this process will be completed within the legislated timelines.

SECRETARY - CIVIL SERVICE COMMISSION

The Secretary to the Civil Service Commission provides for the management and administration of all matters referred to or directed by the Civil Service Commission Board, and participates as a member of the Departmental Executive Committee. The Secretary supports the policy development and recommendation functions of the Commission and co-ordinates the development and communication of personnel management policy.

The Secretary acts in a co-ordinating and consultative capacity to Commission staff and the Civil Service Commission Board in the following areas:

- co-ordination of the development, review and communication of personnel management policies and procedures under the provisions of The Civil Service Act.

- provision of policy recommendations, consultation and advice to the Civil Service Commission Board.

- review and evaluation of personnel management programs in Government on a joint consultative basis with Commission staff and individual departments of Government.

- communication of decisions and directions of the Civil Service Commission Board with respect to matters submitted to the Board on appeal or as policy or program recommendations.

During 1986/87 continuing emphasis was placed on consultation and support to the Commission Board due to the volume and complexity of matters submitted to the Board on appeal or for review as preliminary matters to an appeal. In order to respond to requests from appellants and their representatives regarding the quasi-judicial procedures of the Commission on appeal, guidelines were prepared for distribution to appellants considering an appeal under the provisions of The Civil Service Act.

Assistance was also provided to the Commission Board through a policy review process to develop and define issues and recommendations for review with the Minister Responsible. During 1986/87 the Commission Board held a series of policy review discussions and two meetings with the Minister Responsible. In addition, staff presentations were made to the Board on administrative and program issues including the staffing audit process, delegation of recruitment and staffing authority to personnel administrators, access to selection information, and conflict of interest guidelines.

During 1986/87 the development of personnel management policies by Commission staff continued with policy and guidelines being approved by the Commission, the departmental executive committee, and Treasury Board or Cabinet as required. Policy guidelines on general performance management and impaired driving were also issued for the guidance of management and employees. Policy reviews initiated during 1986/87 for completion during 1987/88 include contract employment policy and guidelines, access to selection information, leave of absence guidelines, and criminal records check policy.

During 1986/87 the various branches of the Commission continued preparations necessary to comply with the provisions of the Freedom of Information Act.

The activities of the Commission Board and statistics related to the activities of the Commission Board are outlined in the appropriate sections of this report.

HUMAN RESOURCES MANAGEMENT DIVISION

This division is responsible for the development and delivery of human resources management programs and services to departments of government through specialist branches. Resources and programs of the Commission in support of the affirmative action policy of government are also provided through this division, and are outlined in the individual branch reports.

CLASSIFICATION AND STAFFING BRANCH

This branch is responsible for ensuring the development and maintenance of the staffing and classification programs of the Civil Service Commission including organizational and staff complement analysis and the allocation and utilization of human resources. Branch programs are developed on the basis of providing a developmental and consultative service to departmental management and the personnel community. Specific emphasis is placed on the provision of programs and services to managers to enable them to carry out their personnel management responsibilities.

Classification

Seven series reviews were completed in the past year with eight more in varying stages of development. Of those in process, three will have a major impact on the classification system and are scheduled for implementation in the Fall. These reviews encompass engineers, financial officers and nurses. The development and refinement of the classification system is continuing and includes amalgamation of several series into job family groupings as well as reviews of individual series.

The review of the classification system for the purposes of identification and elimination of systemic barriers continued on a co-operative basis with departments during 1986/87. Individual government departments assumed considerable responsibility for the review of those class series relating specifically to their own positions and have submitted their recommendations to the Commission for review. Analysis of all submissions, including series reviewed by branch staff, will begin in the coming year with implementation following the analysis.

Branch staff contributed considerable technical and administrative support to the Pay Equity Committee during the job evaluation phase of the process to implement the provisions of the Pay Equity Act within the civil service.

Training Programs

The branch, in support of its commitment to the development and maintenance of staffing and classification programs, offers training and/or workshops to both departmental managers and members of the personnel community. In 1986/87 the Commission piloted a staffing workshop for personnel administrators to help prepare them for a potential expansion of delegated staffing authority to the working level personnel administrator. The workshop served as the basis for expanded delegation to one government department on a trial basis with the results currently being evaluated. Additional offerings of this program are planned for 1987/88 complemented by continuing dialogue between personnel administrators regarding current critical staffing issues.

In addition, the branch continued, in co-operation with departmental personnel branches, to offer a recruitment and selection workshop for line managers to better equip them to participate in the staffing process. The workshop also serves as a forum to update managers on current issues which impact on staffing i.e. Affirmative Action, and special emphasis is placed on incorporating Affirmative Action strategies into each step of the staffing process.

The branch continued to provide service to departments in job evaluation, classification and organizational reviews, including the piloting of a workshop on job design. Further offerings are planned in the year ahead. During 1986/87, requests for this type of training extended beyond government departments to Crown and social service agencies.

The branch is planning a formalized training program during 1987/88 in classification for personnel practitioners throughout the service.

Staffing

Throughout the civil service a total of 939 competitions were held in 1986/87 which attracted 25,296 applications for an average of 27 applicants per competition. During 1986/87 competition data continued to be compiled and analyzed on the basis of voluntary declarations of Affirmative Action target group membership submitted by candidates.

The practise of authorizing departments to exercise recruitment and selection authority continued under the staffing delegation program. A total of thirteen departments whose agreements were due to expire during the year have been renewed for a further two year period, one department lapsed on a temporary basis, one was extended for a one year period and one department received initial delegation. Through the staffing audit process, evaluation of and consultation with departments has continued to ensure standards of practice are maintained throughout the system.

During 1986/87 the Civil Service Commission Board approved, on a pilot basis, a program designed to provide staffing delegation to additional designated personnel administrators in departments under specific criteria established. Currently one department has received this expanded authority for all professional personnel staff in their personnel branch. An analysis of the experience with this project will be undertaken prior to proceeding with any further delegation to personnel administrators in delegated departments.

Branch co-ordination of the priority staffing program in co-operation with departments and the M.G.E.A. during 1986/87 resulted in redeployment of all affected staff.

Branch staff organized and hosted the annual Interprovincial Staffing Directors Conference in October, 1986. The conference is designed to foster increased communication on staffing developments within each of the provinces to examine current staffing trends and issues in the public service. Manitoba hosted the first such provincial meeting in 1979 and has been instrumental in the continuation and success of this inter-provincial conference.

Selection Appeals

While the statistics provided in this report indicate a larger number of selection appeals registered with the Commission Board during 1986/87 than in past years, the numbers going to a full hearing have been small. In many cases the basis for appeal has centred on the appellant's desire for a more complete understanding of the reasons for non-selection. Guidelines for providing reasons why the candidate was not selected have been established and distributed for departmental use in all cases of appeal or where a candidate requests reasons for non-selection.

The branch has established an audit process for all selection decisions on which an appeal has been registered. The primary objective is to review the competition or appointment made under delegated staffing authority to determine the appropriateness of the appointment and the application of the merit principle. Administrative review recommendations may be made to the Commission Board as a result of the audit. During 1986/87 these audits determined that the departments had appropriately carried out their responsibilities in the selection process.

In addition to investigations of the selection process arising from appeals, various inquiries and complaints related to staffing from either the public, employees, or employee groups were examined and dealt with. Primary issues included the application of the principle of merit in selection decisions and concerns regarding equity of treatment in the selection process. Reports with recommendations and consultative services to departmental management were provided to address the specific issues in each case.

Career Development Program

During 1986/87 the branch has undertaken the management and administration of the Career Development Program for Affirmative Action target group members. Many elements of this program are carried out on a co-operative basis with other branches of the Commission, departments, and with the M.G.E.A. The various phases of the program from recruitment through training and placement are co-ordinated by the branch.

Each of the five Management Trainees recruited in 1985 and currently in the program spend four to five months in the branch on a work experience assignment. Specific activities are designed to provide maximum exposure to all programs and to provide the trainees experience with handling typical human resource issues. During the two year work experience phase, the trainees are placed in other central agencies and departments on a rotational basis according to a specific plan established for their development. Guidance and support to trainees in job search will be undertaken during 1987/88 as the trainees approach the end of the work experience phase.

In early 1987, in co-operation with the M.G.E.A., a selection process was undertaken to select an additional six Management Trainees for the program. Resources for funding have been provided from the M.G.E.A.'s allocation of Manitoba Jobs Fund monies. Departmental resources will be utilized for work experience placements while training programs and support for self-development activities will be provided in co-operation with other branches of the Commission.

Policy and Procedural Guidelines

During 1986/87 the development of guidelines and management directives on selection included a published guideline on providing reasons for non-selection to employees, guidelines on department and Commission responsibilities in priority staffing to supplement existing policy directives, and guidelines on the civil service retraining program. Provision of specific guidelines on other areas of the selection process are planned during 1987/88 to continue development of an effective and progressive staffing process.

EMPLOYMENT COUNSELLING AND SUPPORT SERVICES

An Employment Counselling and Support Services unit was established by the Civil Service Commission in support of the Province's commitment to the Affirmative Action program and will begin operation in May, 1987.

Employment Counselling and Support Services will provide assistance to the needs of those groups targetted for Affirmative Action (women, natives, the disabled and visible minorities). Services will also be available to current and potential Civil Service employees.

Users of the new service will receive professional counselling in developing realistic career path strategies, job search techniques, resume writing and understanding the selection interview process in government.

A centralized applicant inventory data system has been implemented to assist in the referral of applicants to departments in response to specific requests for personnel. The system will facilitate retrieval and referral of applications received at Employment Counselling and Support Services for entry level secretarial and clerical positions. In addition, the system will be utilized for referral of applicants from Affirmative Action target groups and applicants seeking temporary employment.

DEVELOPMENT AND TRAINING BRANCH

The purpose of this branch is to increase individual and organizational effectiveness through the provision of policies, programs, and services required to meet identified development needs within the civil service and to enhance the understanding, acceptance and application of government policy.

The branch assists departments' improve work performance, efficiency, overall effectiveness and job satisfaction. Opportunities are made available to individual employees, work teams, and organizations to improve their knowledge, skills and behavioral patterns.

The development and training branch accomplishes its mission by assuming a leadership role in addressing service wide development needs and by assuming a support role to those providing for similar needs specific to a department.

During the year, the branch continued to focus on individual development through regular courses offered through the course calendar. Specific organizational development needs were also addressed through special requests for services made to the branch by individual departments.

Affirmative Action

The branch continued to provide affirmative action training directed towards the needs of departmental managers and employees to ensure understanding of the Government policy in this area. To help meet the growing demand for affirmative action training two training for trainer sessions were delivered. Those trained will assist the branch to deliver Affirmative Action Training in the rural areas, and to meet the increasing number of special requests for training made by departments, throughout the year.

The branch also consulted with thirteen departments to help them develop their affirmative action plans.

Career management was introduced as an affirmative action initiative. Career management is a systematic approach which helps employees plan their careers and receive the support of their organization. It includes Career Planning training which aims to assist employees in self-assessment and career goal setting. Career Pathing Training was also introduced to help managers actively assist their employees to work through an identified and pre-planned career path. The branch will continue to expand training in the career management area.

Cross cultural training was also addressed through the courses Cross Cultural Training and Communicating with the Native Public. In total fourteen Cross Cultural courses were offered throughout the province.

Consulting Services

The demand for branch consulting services continued to increase through requests to assist departments to resolve specific training and organizational matters.

The nature of the work varied and included the assessment of training and development needs, development of performance management systems and implementation, team building, development of Affirmative Action plans , and the design of training programs to meet particular development requirements.

Assistance was provided to the following departments: Northern Affairs, Natural Resources, Provincial Auditor, Attorney-General, Education, Employment Services and Economic Security, Community Services, Energy and Mines, Municipal Affairs, Business Development and Tourism, Consumer and Corporate Affairs, Labour, Industry Trade and Technology, Government Services, and Finance.

Additional assistance was provided to Manitoba Hydro, The Human Rights Commission, Workers Compensation Board, Core Area Initiative and Manitoba Public Insurance Corporation.

Educational Leave and Assistance Policy

The educational leave and assistance policy was reviewed during the fiscal year 1986/87. The purpose of the review was to ensure the policy's consistency with affirmative action program guidelines. As well the policies on retaining for redeployment and performance management were considered in the review. The findings of the review will be incorporated in a revised policy on education leave and assistance.

Secondment Program for Course Leaders

The secondment program continues to be a thriving and important part of the development and training branch. The program utilizes and builds on the wealth of experience and knowledge found within the civil service. Once developed, these individuals assist the branch to deliver courses in response to the increasing demand for training. In 1986/87 approximately 99 courses were delivered by seconded course leaders.

The branch encourages the development of civil servants from all levels within the organization to enhance staff development and training and to access this opportunity for job enrichment.

General Performance Management Policy

A policy statement and guidelines with respect to general performance management for the Manitoba civil service was developed by the branch and approved by Cabinet effective January 1, 1987. The intent of the policy statement is to provide a corporate policy which emphasizes the management and improvement of individual performance in keeping with organizational objectives. The policy statement and guidelines permit flexibility in departmental policies in keeping within the general principles.

The branch anticipates an increased number of requests for consulting and training in the performance management area in 1987/88 as a direct result of the policy.

Career Development Program

A second career development program was initiated with the co-operation of the Manitoba Government Employees' Association and encouraged by the progress of the trainees in the first program who are continuing through their work experience segment. Similar to the first program, the second program selects affirmative action target group members for training and work experience that will enable them to advance into administrative, supervisory or professional positions Selected trainees are drawn from classifications within the clerical component. Trainees will receive three weeks of training and two years of various practical work assignments in both departments and central agencies. Support will be provided during this period to both the departments and the trainees to ensure that each derives the optimum benefits from the program.

Executive Development

The branch provided a leadership role, on behalf of the commission, to help design an executive development strategy. The strategy will respond to a concern of senior departmental managers for ways and means of identifying and developing executive talent and potential within the Manitoba civil service. The strategy also recognizes the concerns raised by the Provincial Auditor that a comprehensive management resources plan be established. Working committees of senior managers were organized to research and recommend ideas which could be incorporated into the strategy. The involvement of senior managers was predicated on the belief that those who will be the recipients of the strategy's programs should have a direct say in what those programs are. The working committee addressed more than thirty-five management development issues and provided six sets of recommendations. During the coming fiscal year, those recommendations will be assessed by a steering committee of deputy ministers for priorization and implementation.

University Co-operation

New initiatives were undertaken with universities to identify areas of co-operation and to design training opportunities that would specifically address the needs of development within a public sector environment. Work proceeded on developing a University of Manitoba government-integrated program of courses to train managers. This program would be jointly designed and facilitated by both organizations.

The branch co-operated with Queen's University and other provincial and federal governments in the design of the first executive program exclusively aimed at the needs of senior managers functioning in the government.

Special Programs

Several special programs were offered by the branch in response to needs identified in the changing complexity of the service. They include the Advance Consulting Skills Workshop, Strategic Management Work, Designing Organizational Structures, Commodity Tax Auditing Diplomas Course (in co-operation with the department of Finance).

PERSONNEL INFORMATION MANAGEMENT

This branch is responsible for the development, management and confidentiality of personnel management information within the civil service and responsible for serving the interests and needs of departmental management, civil service commission programs, Treasury Board and Cabinet. This aim is accomplished through the development and administration of an effective complement of policies, procedures and systems in co-operation with client managers and their staff. In addition to its external mandate, the branch is responsible for providing information support services to the Commission including systems consulting and development, records management and operations management.

The branch focuses on an image of service and responsiveness and adopts a leadership role in upgrading and improving services and introducing new technology into the department to improve overall productivity. Success in the attainment of its goals is indicated by the acceptance, use and support of its services by client groups and by the excellence, professionalism and cost effectiveness of its products and services.

System Development and Operation

In addition to regular personnel systems maintenance and fiscal year end processing, branch staff implemented the necessary policy and pay plan changes for the implementation of collective agreements including the M.G.E.A. and two professional agreements. These changes required significant modifications to the seniority service reporting and general pay increase programs as well as to pay plan formats. A number of special information reports were provided to assist affirmative action and pay equity program studies.

Development staff focused on completing and delivering a number of new systems initiated toward the end of the 1985/86 fiscal year. A records management system for the long term disability insurance plan was developed, implemented and enhanced during this past year. A costing and reporting data base for the implementation and analysis of the pay equity program was implemented and significantly expanded during 1986/87. In addition, particular efforts were made to develop an inventory system for affirmative action applicants to be used by the Commission's new Employment Counselling and Support Services function. The system is currently in operational use by the classification and staffing branch pending transfer to the employment counselling and support services systems.

Work has continued to improve departmental direct access to personnel information and to ensure data integrity although progress has been delayed to some extent by new initiatives and committments undertaken by the branch on a priority basis. This major development project upgrades existing employee information by adding data on declared affirmative action target group membership, reorganizes personnel information data bases, enhances current update and error correction processes, and provides a foundation for future system enhancements. After project completion, staff effort will focus on providing direct access to government departments and enhancing current reporting programs for the affirmative action and pay equity initiatives.

Office Automation

The office automation program established during 1985 has been very effective in increasing the productivity of personnel information processing activities. Pilot projects in the areas of records management, decision support and word processing have been very successful and received a positive response from affected staff.

As a result of the program's initial success, the personnel information network within the Commission has been expanded to twenty-three work stations with over 40 active users. The branch is continuing to pilot new initiatives to improve the program with ongoing feedback and input being shared with the Department of Finance and Manitoba Data Services. In addition, branch staff have provided input, consultation and advice to other government departments considering such office automation programs.

Personnel Records and Benefits Administration

The operations side of the branch provides services required for the daily operation of the province's personnel system, maintenance of a central set of personnel records, administration of the various benefit plans established for employees and provision of ongoing information services. In addition, the branch assists in the administration of the Summer Student Employment Program and documentation of all students hired.

During 1986/87 emphasis was placed on improving both the quality and turn-around time of all personnel actions processed. Updates were made to procedure manuals and training programs for government departments with further enhancements planned for 1987/88. In addition, procedures and systems for handling competitions, exclusions and position descriptions were improved. A review of fiscal year end programs and procedures is currently underway to implement improvements during 1987/88.

A number of benefit plan reviews are also underway to improve efficiency and effectiveness and to ensure adequate control, including:

- superannuation fund entry and termination
- pensionable service reporting
- dental plan administration
- workers' compensation administration.

The recommendations of these reviews will be implemented during 1987/88.

FINANCE AND ADMINISTRATION BRANCH

This branch is responsible for providing a comprehensive and professional level of internal support services (including financial, personnel management, management reporting and general administration) common to and required by all branches of the civil service commission. The branch director participates as a member of the civil service commission executive committee.

During 1986, the branch assumed responsibility for the administration of the employee long term disability plan and the mandatory medical referral program was transferred to the branch by the appointment of the branch director as Coordinator of Employment Evaluations.

Financial, Personnel and Administrative Services

This function provides support services to civil service commission management in the areas of the estimates process, expenditure control, financial reporting systems, personnel administration and other administrative support services. Staff support and advice is provided to the executive committee.

During 1986/87, a review of internal management reporting systems was carried out. The first phase of a charge-back system to departments for workers compensation costs was also implemented, and a review of internal accounting procedures commenced. Plans for 1987/88 include the completion of the review of internal accounting procedures and a commencement of the automation of the budgetary/expenditure control systems.

During the year significant results were achieved in recruiting affirmative action target group members for vacant positions in the Civil Service Commission.

Long Term Disability Plan

A review of the administrative procedures related to claims processing and rehabilitation was carried out and revised procedures have been developed and distributed to departments for feedback. Plans for 1987/88 include finalizing the administrative procedures and, in conjunction with compensation services branch, review and revision of the Long Term Disability Plan Administration Manual. An increase of approximately 40% in number of claims received has been experienced during 1986/87. This increase was anticipated as the Long Term Disability Plan is communicated and implemented within the government service.

EMPLOYEE ASSISTANCE PROGRAM

The purpose of the Joint Union-Management Employee Assistance Program is to provide assistance to individuals employed by the Government of Manitoba and to their immediate families who are experiencing personal, emotional and/or health related problems. Assistance comes in the form of assessing the nature of the problem(s) presented and making the appropriate referral to a community resource to help with their resolution. Program staff perform their functions in consultation with client employees and when necessary with departmental management and the various employee associations. The Employee Assistance Program is based on the philosophy that health and satisfaction with employment are significant factors which impact on the performance of job responsibilities, attendance, behaviour, staff morale and labour relations within an employee population.

The three years prior to fiscal year 1986/87 were characterized as years of change for the employee assistance program as the Joint Council employee assistance program advisory committee and program personnel worked to provide the best of possible services. During 1986/87 major activities related to stabilization and broadening out of program services.

The most significant figure for 1986/87 is the 122% increase in referrals to the program, comparing 114 in fiscal year 1985/86 to 253 in fiscal year 1986/87. This increase in referrals to the program is mostly attributable to the current marketing approach, which utilizes primarily a one hour informational seminar aimed at the general employee population. This seminar is offered in the workplace by employee assistance program personnel. As well, a one day workshop for managers, supervisors and union personnel is also offered. A total of 151 informational sessions and workshops with a total of 2,549 participants were held during 1986/87.

In addition to these services, the employee assistance program has continued to broaden out with its health awareness packages, including:

- 12 workshops in Stress-Self Management and Beyond were delivered in 1986/87.
- 10 Hypertension Screening Programs were delivered in 1986/87 with 16 already planned for 1987/88.
- 6 Operation Kick-It Smoking Cessation Programs were delivered in 1986/87.

Program directions for 1987/88 will include consideration of expansion of services in counselling and health awareness programming and program delivery in rural areas.

Employee Assistance Program

April 1, 1986 - March 31, 1987

A.	**TOTAL REFERRALS:**	
	Females	141
	Males	112
	TOTAL	253
B.	**STATUS AT YEAR END:**	
	Working & Okay	186
	Retirement	5
	Medical Retirement	1
	Early Retirement	2
	Dismissal	3
	Resignation	8
	Deceased	Ø
	Re-employment	Ø
	Non-Completion of Treatment	Ø
	LTD	1
	Sick Leave	3
	Other	11
	Current Cases	33
	TOTAL	253
C.	**TYPES OF HEALTH PROBLEMS REFERRED:**	
	ADDICTION	
	1A. Alcohol	23
	1B. Other drugs	4
	1C. Affected Persons	2
	1D. Adult Child of Alcoholic	7
	Psychological/Emotional	40
	Medical/Physical	26
	Social/Behavioural	2
	Marital	32
	Family	21
	Financial	14
	Legal	2
	Job Stress	70
	Personal Stress	1
	Other	9
	TOTAL	253

LABOUR RELATIONS DIVISION

NEGOTIATION SERVICES BRANCH

The negotiation services branch represents the government in all labour relations activities with its employees. These activities include the negotiation, implementation, administration and interpretation of collective agreements between the government and its various bargaining units. The branch also provides on request consultative labour relations services to a number of crown corporations, boards and agencies.

Civil Service Negotiations

The Government Employees' Master Agreement (GEMA) which was effective September 29, 1984 continued in effect through 1986/87. However, branch staff were actively engaged in the negotiation of Pay Equity within the civil service. These negotiations are described in greater detail in the report of the Pay Equity Commissioner.

Professional Agreements

During 1986/87 negotiations were conducted with two bargaining units of professional employees within the civil service, the Manitoba Medical Association (MMA) representing government employed physicians and the Manitoba Association of Crown Attorneys (MACA). At the end of 1986/87 negotiations were continuing. During 1986/87 the Organization of Professional Engineers Employed by the Province of Manitoba (OPEEPM) affiliated with The Professional Institute of Public Service Employees (PIPS).

Crown Corporations, Boards, Agencies and Commissions

During 1986/87, first collective agreements were negotiated on behalf of four Child and Family Service Agencies (Winnipeg, Northeast, Central, Northwest) with Canadian Union of Public Employees (CUPE) bargaining units. In addition a first agreement was negotiated on behalf of the Winnipeg West Child and Family Service Agency with the Manitoba Government Employees' Association (MGEA).

The branch concluded collective agreements on behalf of Venture Tours Manitoba Limited, Main Street Project, Pathways Group Home, Neecheewam Group Group Home, Vegetable Producers Marketing Board and the Manitoba Museum of Man and Nature with Manitoba Government Employees' Association (MGEA) bargaining units.

A collective agreement was also negotiated between the Centennial Concert Hall Corporation and the International Alliance of Theatrical and Stage Employees (IATSE).

At the end of 1986/87 the branch was engaged in negotiating the implementation of The Pay Equity Act within the Manitoba Crop Insurance Corporation, the Agriculatural Credit Corporation, the Centennial Concert Hall and the Alcoholism Foundation of Manitoba.

Contract Administration

The branch continued its function of the administration of the collective agreements which it negotiates. This involves implementing the agreements and providing contract interpretations and administrative directives to departments and crown corporations, boards and agencies. The branch also provides consultative services to management regarding proposed management actions which impact individual employees or the bargaining unit and recommends the most effective manner in which such action should proceed.

The branch conducts a variety of educational programs for management. The objective of these programs is to familiarize managers with their rights and obligations under the collective agreement to enable them to deliver government programs in the most efficient and effective manner.

In addition, the branch maintained its responsibility for the administration of the grievance-arbitration process. This involves determining the final disposition of each grievance not resolved during the grievance procedure and representing the Government on any grievance adjudicated by an arbitration board.

The branch provided support services on public sector compensation issues to the Compensation Sub-Committee.

The branch also participated in a wide variety of labour-management consultative processes with various bargaining units. This included working with a number of labour-management committees.

COMPENSATION SERVICES BRANCH

Compensation services branch co-ordinates benefit policy development and implementation for the civil service in addition to providing research and analytical support for the collective bargaining process. The branch represents the interests of the government, as an employer, on matters relating to pensions and group insurance for 25,000 members of the Civil Service Superannuation Fund. In addition it represents the government and the Department of Education on matters concerning pensions for 12,000 teachers.

Pension Improvements

In the 1986/87 fiscal year a number of changes were made to The Civil Service Superannuation Act. The most significant improvement was the reduction in the number of years used for calculating the final average earnings of an employee. Now the average is based on the best 5 years' earnings in the previous 12 years. It had been 6 years. This reduction makes the Civil Service pension plan comparable to the plans of other provincial jurisdictions.

After consultation between the Government of Manitoba and The Manitoba Teachers' Society, amendments to The Teachers' Pension Act and existing reciprocal agreements were agreed upon. Teachers are now able to reinstate a prior refund for the purposes of a reciprocal transfer without having to actively teach in Manitoba. Most Manitoba teachers and former Manitoba teachers who transferred employment prior to July 1, 1973 will now be able to participate within the scope of reciprocal agreements.

Pay Equity

The branch co-ordinated efforts to evaluate all jobs required to be evaluated under The Pay Equity Act. Working with a committee comprised equally of employer and bargaining unit representatives, close to 200 jobs were rated using a job evaluation plan jointly selected by the parties. It is expected that the resulting wage adjustments based on these evaluations will be negotiated early in the new fiscal year.

Benefit Communication

In 1986 a Civil Service Employee Benefit Package was designed, printed and distributed to all provincial government departments. The package contains a summary of all the benefit plans and working conditions provided by the Province of Manitoba to its employees. The package is intended to assist departments in the explanation and communication of benefits employees may be eligible for and how employees can go about accessing these benefits.

Compensation Support

Staff of the branch carry out support services for pay equity implementation, collective bargaining and benefit information. Information is exchanged with a number of local employers and employer organizations as well as with employer representatives from the federal and provincial governments.

APPENDICES AND CHARTS

Competitions By Department	1985-1986	1986-1987
Agriculture	18	36
Attorney-General	62	69
Business Development & Tourism	11	6
Civil Service Commission	5	17
Community Services	118	90
Consumer & Corporate Affairs	9	7
Co-operative Development	2	3
Crown Investments	1	-
Culture, Heritage & Recreation	23	38
Education	69	91
Employment Services & Economic Security	33	23
Energy & Mines	11	21
Environment & Workplace Safety & Health	20	13
Executive Council	1	4
Finance	20	43
Government Services	64	96
Health	142	185
Highways & Transportation	62	72
Housing	9	22
Industry, Trade & Technology	7	8
Labour	24	24
Legislation	10	11
Municipal Affairs	21	12
Natural Resources	28	35
Northern Affairs	16	12
Urban Affairs	5	10
Total	791	939

COMPARATIVE TOTAL COMPETITIONS

1985/86	1986/87
791	939

APPLICANTS BY CATEGORY

o Total Number of Applicants

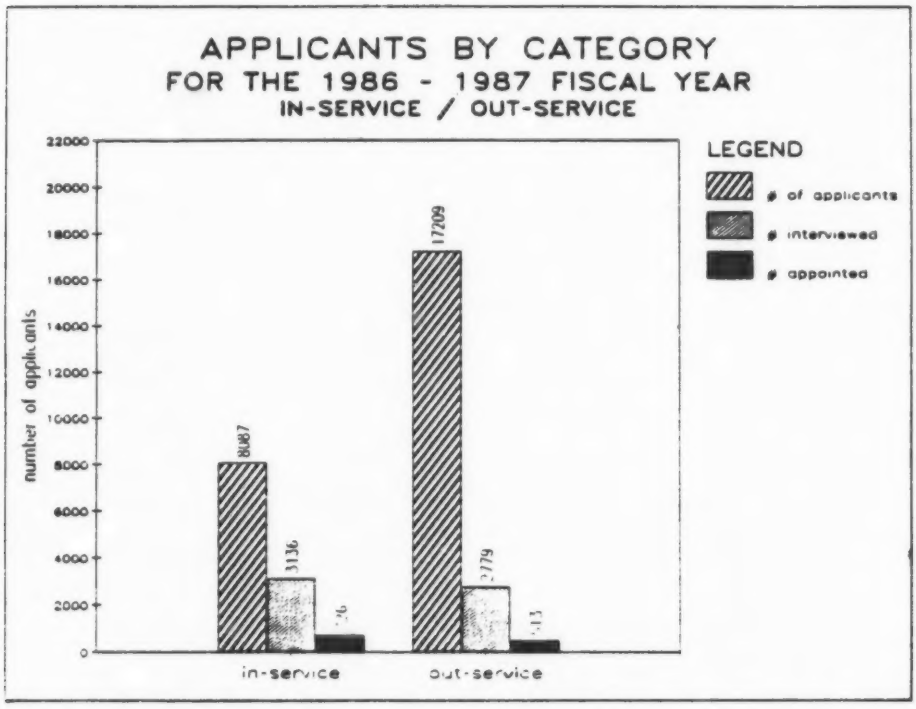
Male	Female	In-Service	Out-Service
13,907	11,389	8,087	17,209

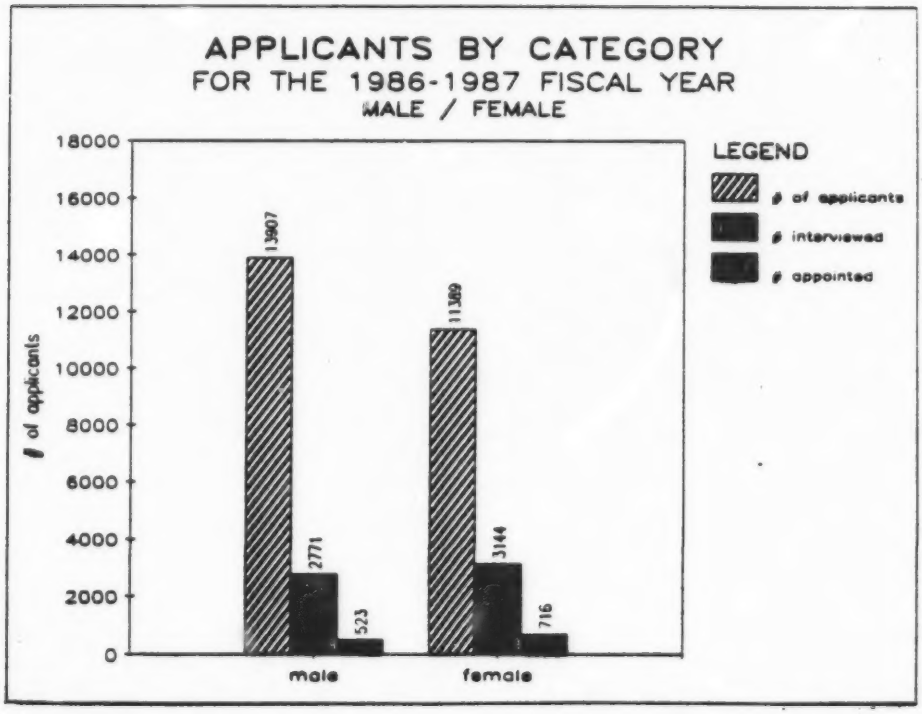
o Total Number of Applicants Interviewed

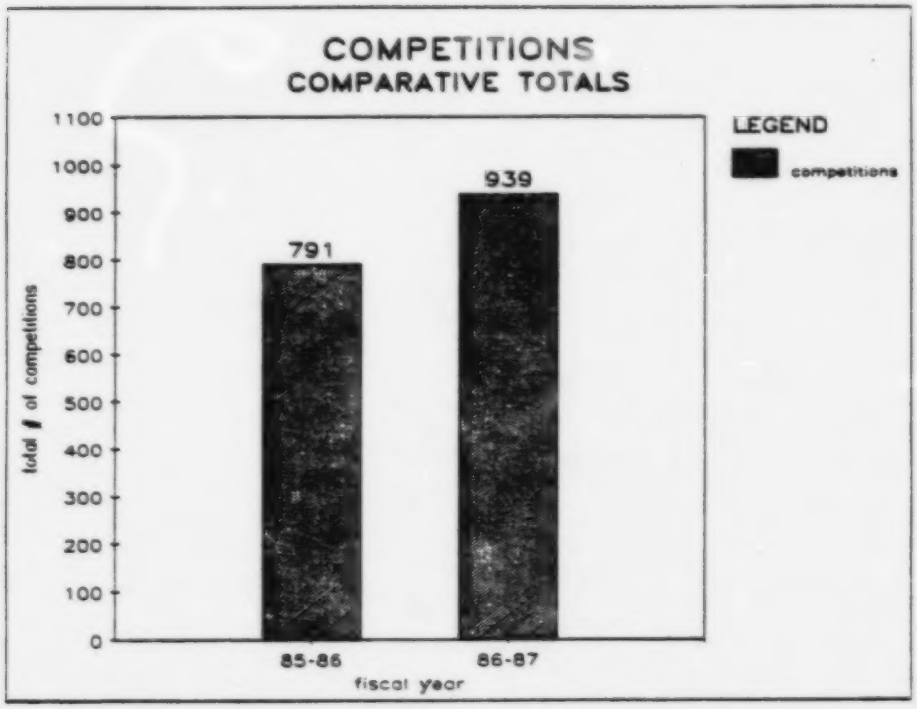
Male	Female	In-Service	Out-Service
2,771	3,144	3,136	2,779

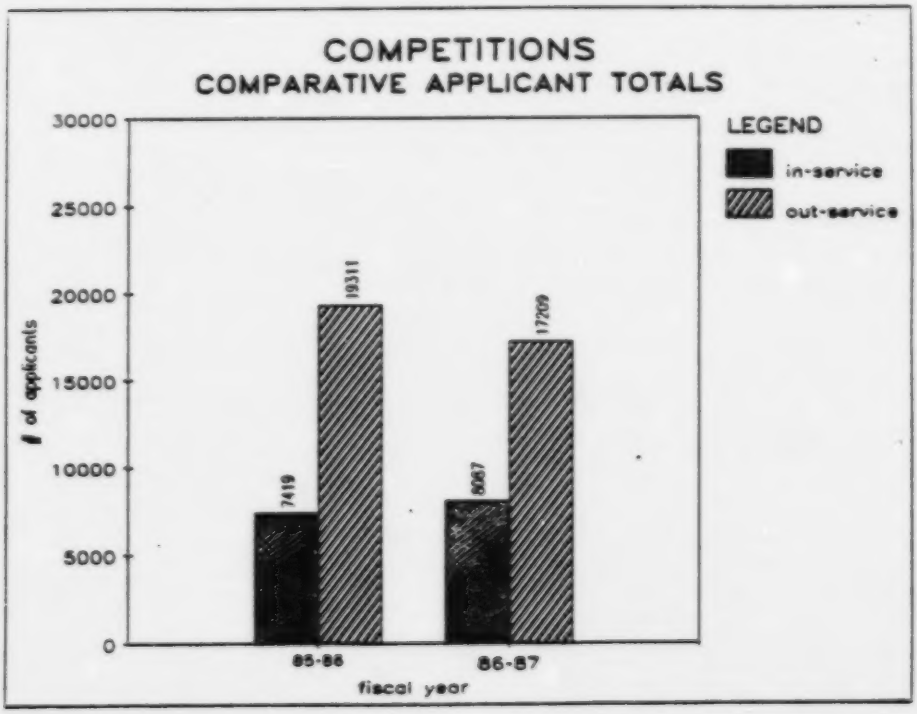
o Total Number of Applicants Appointed

Male	Female	In-Service	Out-Service
523	716	726	513


APPLICANTS BY CATEGORY
FOR THE 1986 - 1987 FISCAL YEAR
IN-SERVICE / OUT-SERVICE
number of applicants
22000
20000
18000
16000
14000
12000
10000
8000
6000
4000
2000
0
8087
3136
17209
2779
in-service
out-service
LEGEND
# of applicants
interviewed
appointed


APPLICANTS BY CATEGORY
FOR THE 1986-1987 FISCAL YEAR
MALE / FEMALE
# of applicants
18000
16000
14000
12000
10000
8000
6000
4000
2000
0
13907
2771
523
11389
3144
716
male
female
LEGEND
# of applicants
interviewed
appointed


COMPETITIONS
COMPARATIVE TOTALS
LEGEND
competitions
1100
1000
900
800
700
600
500
400
300
200
100
0
total # of competitions
791
939
85-86
86-87
fiscal year


COMPETITIONS
COMPARATIVE APPLICANT TOTALS
LEGEND
in-service
out-service
30000
25000
20000
15000
10000
5000
0
# of applicants
7419
19311
8067
17209
85-86
86-87
fiscal year

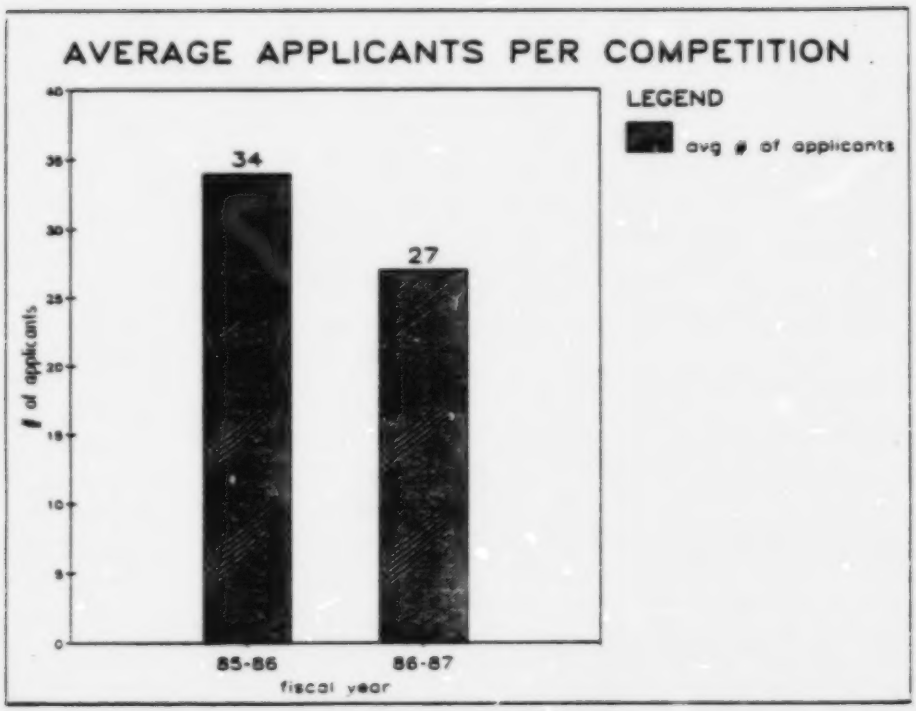

AVERAGE APPLICANTS PER COMPETITION
LEGEND
avg # of applicants
34
27
# of applicants
0
5
10
15
20
25
30
35
40
85-86
86-87
fiscal year

Table 1(a)

EMPLOYMENT STATISTICS

Total Number of Civil Service Employees
At Fiscal Year End 1985-1986-1987

Department	March 1985	March 1986	March 1987
Agriculture	508	515	538
Attorney-General	872	920	983
Business Development & Tourism	107	113	109
Civil Service Commission	69	84	90
Community Services			
. Non-institutional	672	573	593
. Manitoba Developmental Centre	712	725	659
. Correctional Institutions	589	793	799
Consumer & Corporate Affairs	92	102	105
Cooperative Development	37	37	38
Crown Investments	7	7	6
Culture, Heritage & Recreation	285	407	442
Education			
. Non-institutional	604	692	706
. Community Colleges	1,005	993	1,006
Employment Services & Economic Security	536	581	629
Energy & Mines	197	197	207
Environment & Workplace Safety & Health	264	278	270
Executive Council	63	41	49
Finance	362	380	394
Government Services	1,142	1,214	1,237
Health			
. Non-institutional	1,623	1,676	1,707
. Mental Health Care	1,085	1,074	1,065
Highways & Transportation	1,107	1,134	1,152
Housing	224	238	240
Industry, Trade & Technology	129	141	145
Labour	225	224	227
Legislation	85	93	103
Municipal Affairs	279	284	285
Natural Resources	1,059	1,057	1,061
Northern Affairs	109	112	110
Urban Affairs	21	16	22
	14,069	14,701	14,977

NOTE: These figures include all shift and hourly Civil Servants and Term employees paid on a regular basis. Does not include Departmental (Time Certificate or Casual), Contract and Sessional.

Table 1(b)

EMPLOYMENT STATISTICS

Total Number of Civil Servants in Established Jobs
At Fiscal Year End - 1986-1987

	March, 1986	March, 1987
Agriculture	501	511
Attorney-General	863	894
Business Development & Tourism	87	80
Civil Service Commission	81	85
Community Services		
. Non-institutional	530	540
. Manitoba Developmental Centre	604	557
. Correctional Institutions	709	710
Consumer & Corporate Affairs	92	89
Cooperative Development	36	38
Crown Investments	6	5
Culture, Heritage & Recreation	360	397
Education		
. Non-institutional	584	593
. Community Colleges	839	858
Employment Services & Economic Security	431	445
Energy & Mines	167	170
Environment & Workplace Safety & Health	260	258
Executive Council	38	45
Finance	357	372
Government Services	1,126	1,148
Health		
. Non-institutional	1,490	1,530
. Mental Health Care	1,019	1,005
Highways & Transportation	1,079	1,112
Housing	206	212
Industry, Trade & Technology	99	98
Labour	210	213
Legislation	90	94
Municipal Affairs	282	277
Natural Resources	1,003	1,000
Northern Affairs	107	103
Urban Affairs	16	20
	13,272	13,459

Table 2

COMPARATIVE EMPLOYMENT STATISTICS

All Departments	March 1985	March 1986	March 1987
Contract Employment	143	96	53
Other Employees*	3,022	3,011	2,773

* Comparative employment for other employees paid on a time worked basis. This includes Departmental, Casual, Sessional and As, if, when employees.

Table 3

COMPARATIVE EMPLOYMENT FOR ALL EMPLOYEES AT FISCAL YEAR END - 1985-1986-1987

	March 1985	March 1986	March 1987	Notes
Agriculture	585	611	604	
Attorney-General	928	993	1,048	1
Business Development & Tourism	108	115	111	
Civil Service Commission	69	87	97	2
Community Services				
. Non-institutional	789	676	689	
. Manitoba Developmental Centre	752	759	697	3
. Correctional Institutions	712	977	1,044	
Consumer & Corporate Affairs	92	102	105	
Cooperative Development	37	38	38	
Crown Investments	7	9	7	
Culture, Heritage & Recreation	292	415	452	4
Education				
. Non-institutional	978	1,007	919	
. Community Colleges	1,344	1,263	1,122	
Employment Services & Economic Security	617	644	708	5
Energy & Mines	198	198	209	
Environment & Workplace Safety & Health	274	287	280	
Executive Council	64	42	49	6
Finance	370	389	406	
Government Services	1,174	1,258	1,273	
Health				
. Non-institutional	1,692	1,785	1,806	
. Mental Health Care	1,160	1,157	1,165	
Highways & Transportation	2,373	2,394	2,355	
Housing	241	246	247	
Industry, Trade & Technology	132	142	148	
Labour	225	224	227	
Legislation	114	137	135	
Municipal Affairs	279	285	286	
Natural Resources	1,489	1,440	1,444	
Northern Affairs	117	112	110	
Urban Affairs	22	16	22	
	17,234	17,808	17,803	

NOTES:

1. The increase in the Attorney-General is due to program expansion including French Language Reference, Maintenance Enforcement Program and Young Offenders.

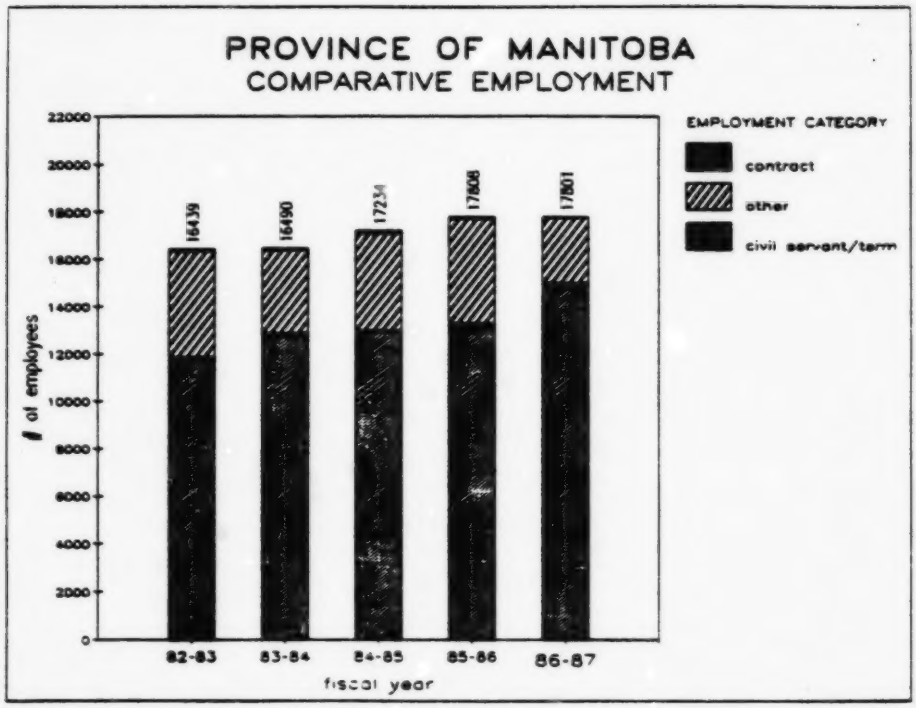
2. The increase in the Civil Service Commission reflects additional affirmative action initiatives.

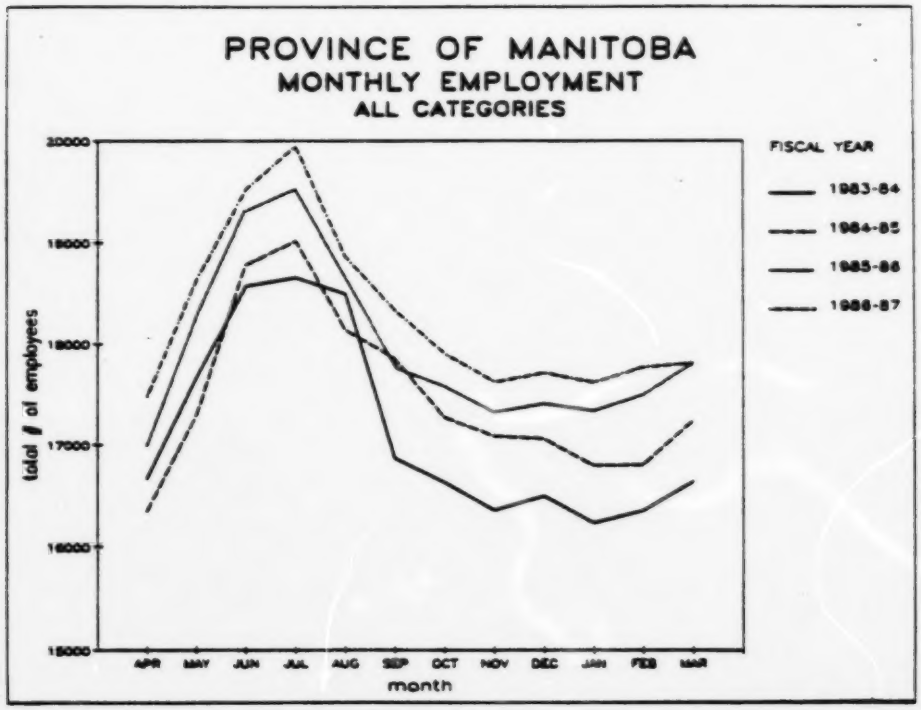
3. The decrease in Manitoba Developmental Centre reflects implementation of the Welcome Home Program and transfers to Regional Operations.

4. The increase in Culture, Heritage and Recreation reflects transfer of the Status of Women, and increases in the Lotteries Foundation.

5. The increase in Employment Services and Economic Security reflects filling of previously vacant staff years.

6. The increase in Executive Council reflects establishment of the Native Affairs Branch.


PROVINCE OF MANITOBA
COMPARATIVE EMPLOYMENT
EMPLOYMENT CATEGORY
contract
other
civil servant/term
# of employees
22000
20000
18000
16000
14000
12000
10000
8000
6000
4000
2000
0
16439
16490
17234
17808
17801
82-83
83-84
84-85
85-86
86-87
fiscal year


PROVINCE OF MANITOBA
MONTHLY EMPLOYMENT
ALL CATEGORIES
FISCAL YEAR
1983-84
1984-85
1985-86
1986-87
total # of employees
20000
19000
18000
17000
16000
15000
APR
MAY
JUN
JUL
AUG
SEP
OCT
NOV
DEC
JAN
FEB
MAR
month

DEVELOPMENT AND TRAINING COURSES
April 1, 1986 to March 31, 1987

Course	Attendance
General Management	
Essentials of Management	30
Managerial Styles and Situational Analysis	30
Objective Setting	43
Project Management	19
Human Resource Management	
Affirmative Action Workshop for Managers and Employees	188
Affirmative Action Training for Trainers	39
Analyzing Performance Problems	29
Coaching and Counselling	14
Conducting the Performance Analysis Interview	53
Effective Performance Management	426
Employee Relations-Management Under a Collective Agreement	38
Observing and Documenting Performance	27
Recruitment and Selection Workshop for Managers	64
Setting Performance Standards	54
Supervisory and Support Development	
Success - Management for Office Employees	45
Supervisory Basics	75
Communication - Media Skills	
Basic Media	17
Overhead Transparency	19
Communication - Writing Skills	
Development Reports	44
Written Communications I	135
Written Communications II	69
Communication - Interpersonal Skills	
Assertiveness	199
Conducting More Effective Meetings	27
Dealing With The Public	94
Developing Effective Presentations	71
Interviewing Skills	16
Meeting Management for Secretaries	27
Negotiating Skills	38
Strategies for More Effective Listening	36

DEVELOPMENT AND TRAINING COURSES (CONT'D)
April 1, 1986 to March 31, 1987

Course	Attendance
Problem-Solving Skills	
Consulting Skills	37
Creative and Rational Problem Solving	45
Learning To Learn	39
Kepner-Tregoe Problem Solving and Decision Making	150
Time Management	107
Stress: Self-Management and Beyond	174
Training For Trainers	
Instructional Design Workshop	28
Instructional Techniques	16
Instructor Trainer Workshop	39
Career and Personal Planning	
Career Planning	120
Career Planning Training For Trainers	7
On Being Interviewed	74
Cultural Awareness In The Workplace	
Communicating With The Native Public	155
Cross-Cultural Workshop	31
Safety programs	
Workplace Safety and Health Committee Training	24
Financial Management	
Financial Management Orientation Course	54
Commitment Accounting Course	78
Government Accounting Systems	
General Ledger/Deposits and Revenue Accounting	12
Disbursement Accounting	14

DEVELOPMENT AND TRAINING COURSES (CONT'D)
April 1, 1986 to March 31, 1987

Course	Attendance
Special Courses	
Advanced Consulting Skills	30
All Charities Coordinator and Canvasser Training	80
Career Pathing	46
Commodity Tax Auditing Diploma Course	19
Consulting For Volunteers in Public Service	4
Designing Organizational Structures	13
How To Write A Report	26
Resume Writing	6
Strategic Management Week	24
Team Building	14
Total	3432

Civil Service Commission
EXPENDITURE SUMMARY BY APPROPRIATION
Year Ended March 31, 1986

Appropriation No.	Service	(1985-1986) Actual ($)	Estimate ($)	Variance ($)	Explanation No.
17-1	Civil Service Commission	4,144.0	4,311.1	(167.1)	
17-2	Civil Service Benefit Plans	39,229.2	42,719.0	(3,489.8)	1
17-3	Levy-Health and Post Secondary	7,862.5	7,462.1	400..4	2
	Total Expenditure	**51,235.7**	**54,492.2**	**(3,256.5)**	

Note: Figures expressed in thousands.

1. Surplus in 17-2, Civil Service Benefit Plans, occurred from:
   An amendment to the Civil Service Superannuation Act reducing the employer's share by $47,000 monthy for a three year period commencing September, 1986; an increase in deaths and total pensions paid were lower than anticipated; Actual costs for Worker's Compensation were lower than anticipated; Unemployment Insurance anticipated increase was lower than estimated; Actuarial projections for long-term disability exceeds actual experience.

2. Short-fall in 17-3, Levy-Health and Post Secondary, occurred from:
   General Pay Increase implemented in September 1986.